

5-2-88

Dear Don,

In thinking about the task at hand in designing a personnel system for the intelligence agencies I have reflected upon the federal system in general. I have tried to think thorough the characteristics of a workable federal system as well as the roles of the various agencies relative to such a system. The following are some of my thoughts on the subject.

Macro Features That are Common as a National System

- Retirement system
- Benefits package including health and life insurance
- Broad categories of work within disciplines (bands)
- National pay boundaries around work bands
- Suitability requirement
- General cognitive skills tests or selection criteria

Micro Features That are Agency Specific

- Bonus systems
- Geographical cost provisions separate from pay boundaries
- Job specific test requirements or selection criteria

Role of Congress

- Approve executive department recommendations for aggregate pay
- Provide for general rights of the employees
- Establish and modify as required provisions of retirement and fringe package including insurance programs

Role of OPM

- Recommend aggregate pay changes to President
- Propose retirement and insurance system changes
- Provide central training and investigations services
- Oversee the proper execution under merit principles

Role of Agency

- Tailor system to meet specific needs of the agency
- Educate employees on personnel policy
- Execute personnel policy

This can be carried further into the roles of the manager and the personnel specialist, etc. but I think for purpose of bounding the design of a system this is sufficient. I hope these thoughts are of some use to you. If not simply dispose of them in the classical manner.

Sincerely



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